

# California Department of Child Support Services



## Status of the P3 Project Recommendations

May 2001

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## Introduction

The Policies, Procedures, and Practices (P3) Project concluded its work on December 15, 2000 with the submission of Final Reports by each of the eleven P3 Workgroups. These reports contained a total of 303 recommendations aimed at furthering the mission and operations of the year-old Department of Child Support Services (DCSS). DCSS has prepared and disseminated this lengthy document to reconfirm the value of the P3 Project, assure P3 participants that their deliberations continue to guide the Department's development, and guarantee that no P3 recommendation has been overlooked.

At the end of the first quarter of 2001, the DCSS Executive Team conducted a series of meetings with Branch and Section Managers to evaluate the status of these recommendations. As of late April 2001, the recommendations could be categorized as follows:

STATUS	NUMBER
Adopted in full	165
Adopted in part	42
Requires further short-term study (< 1 year)	30
Requires further long-term study (> 1 year)	48
Not actionable	4
Not under consideration	14
TOTAL	303

The matrix on the following pages not only documents the status of each recommendation, but also in many cases briefly explains the rationale for DCSS Management Team decisions.

Questions about this status report should be e-mailed to: [P3Project@dcss.ca.gov](mailto:P3Project@dcss.ca.gov).

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
<b>Customer Access (CA) – General Comments:</b> DCSS wholeheartedly supports the emphases on customer service, access, and community involvement that pervade the following recommendations. The Department is adopting in full all but one of the Workgroup's recommendations. Highlights of the Department's resolve in this area include: a Customer Service Advisory Committee, reflecting broad stakeholder viewpoints, will be developing new customer service guidelines; \$25 million has been allocated in the current year and proposed for continuation in the budget year for innovative customer service projects and Ombudspersons for each county; and a baseline customer service survey is currently in progress.			
CA001	Adopt the mission to supply all child support customers with timely and easy access to consistent, accurate, current, and complete information in the primary language of the customer and in a professional and courteous manner.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	We fully agree with the nature of the recommendations. DCSS is making it a priority to reassess current language requirements and will initiate action with a policy letter. Each county plan includes specifications for providing translation to customer's primary language. Contract work is in progress by the Business Services Division to secure translation of public outreach material. In addition, various languages will be included in the statewide system.
CA002	Adopt an understanding that there is a broad range of customers, consisting of four main customer groups.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with this recommendation and is developing a stakeholder analysis as part of the Outreach Initiative and Plan.
CA003	Given the resource-intensive nature of customer service, commit to funding adequate resources, including expert training, for LCSAs.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Department is funding customer service with \$25M in FY01 and will continue to fully support the effort to the extent that the funding is provided through the annual budget process.
CA004	Conduct regular statewide public education in order to adequately educate and inform the public regarding child support and the statewide services available.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+)	Work will continue to develop and expand public outreach efforts.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CA005 CA018	Appoint a Customer Access Task Force to continue and enhance customer service activities.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is in the process of developing a Customer Service Advisory Committee that will serve the same role as the recommended Customer Access Task Force.
CA006 CA020	Review the benefits and feasibility of a statewide Customer Contact Center, to be implemented as a long-range goal, as other statewide systems evolve.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS adopts this recommendation to study the needs for a Customer Service Support Center and the State Distribution Unit, both of which will be integral components of the statewide system to be procured.
CA007 CA016	Implement a statewide customer service survey program to determine customer access needs, provide input to the Customer Access Task Force, and contribute to program evaluation and improvement.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Office of Research and Design has undertaken implementation of a survey program. The baseline survey is currently in progress.
CA008 CA014	Designate a Customer Service Liaison within each county and relevant state organization.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	All counties are being funded and required to have an Ombudsperson. DCSS is in the process of compiling a list with the names, telephone numbers, and e-mail addresses of these county Ombudspersons.
CA009	Meet customer service standards as outlined in a table developed by the	<u>Adopted</u> <input checked="" type="checkbox"/> In full	This recommendation will be implemented through the development of the Customer Service Advisory Committee. Currently, a table similar

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	Customer Access Workgroup.	<input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	to the recommended table is being developed in the Customer and Community Services Branch.
CA010	LCSAs will participate in regular customer service training provided by the DCSS.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is in the process of developing customer service training. In the near term, DCSS will provide training on the Fair Hearings and Complaint Resolution regulations and processes.
CA011	Provide general customer service resource funding.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Department will fully support the needed resources to the extent that funding is provided through the annual budget process. See CA003.
CA012	Change State Investment Fund (SIF) rules.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Modifications to the SIF are currently under consideration.
CA013	Fund innovative customer access projects.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+)	The Department anticipates fully supporting the needed resources to the extent that funding is provided through the annual budget process.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CA015	Adopt and encourage a statewide customer service philosophy.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is in the process of developing the statewide philosophy.
CA017	Review existing customer service training programs in the counties.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is in the process of reviewing customer service training programs through review of the county Customer Service Plans.
CA019	Identify the cost of delivering the customer service levels outlined in the recommendations.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is in the process of identifying costs through review of the county Customer Service Plans.
CA021	Contract with a vendor to do a feasibility study for use of Electronic Funds Transfer (EFT) for collection and distribution.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This will be part of the implementation of the SDU.
CA022	Contract with public relations and advertising firm for public education and	<u>Adopted</u> <input checked="" type="checkbox"/> In full	Contract work is in progress with California State University – Chico. The Department will consider other contracts as part of the

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	outreach.	<input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	implementation of the Outreach Initiative and Plan.
<b>Case Closure (CC) – General Comments:</b> DCSS is adopting in full or in part 24 of the Workgroup’s 31 recommendations. As required by federal regulations, DCSS is adopting all of the federal closure criteria and incorporating them into regulations. DCSS understands the Workgroup’s desire to add more stringent criteria to the federal closure regulations in order to lessen the impact on families, and DCSS has in some cases accepted the additional criteria recommended by the Workgroup. However, through use of enhanced locate efforts, DCSS expects the impact on families to be low and mitigated by a family’s ability to reopen a case. The Department will be gathering and analyzing statistics to ensure this is a valid expectation. DCSS is seeking to balance the need to close the maximum number of cases to meet federal performance criteria and thus increase the federal funding to California, without closing cases prematurely.			
CC001	<i>45 CFR Section 303.11(b)(1) - There is no longer a current support order and arrearages are under \$500 or are unenforceable under state law.</i> Close cases under federal criteria, but supplement with the following additional state criteria: a) If arrears are under \$500 and no payments were received within the last three years; or b) If arrearages are unenforceable under state law and no payments were received within the last three years.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	In an effort to improve California’s performance under the federal performance criteria, DCSS will close cases using the federal criteria. Cases will not be kept open an additional three years as recommended. However, DCSS will ensure that policies are in place to ensure that a recipient of child support services has the ability to reopen the case upon request.
CC002	<i>45 CFR 303.11(b)(2) - The NCP or putative father is deceased and no potential action, including a levy against the estate, can be taken.</i> Close when all federal criteria are met and the following additional actions have been accomplished: a) Verify the NCP’s death (death certificate, notice in paper, SSA death files, DMV, etc.). b) Verify that there is no potential estate (local probate search, credit report, property search,	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	



P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	contact with CP, etc.). c) Send closing letter to CP that outlines options for collecting death benefits for the minor child(ren).		
CC003	45 CFR 303.11(b)(3) - Paternity cannot be established because: (i) the child is 18 years old and an action to establish paternity is barred by a statute of limitations that meets the requirements of §302.70(a)(5) of this chapter. Close cases per federal criterion.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CC004	45 CFR 303.11(b)(3) - Paternity cannot be established because: (ii) a genetic test or a court or administrative process has excluded the putative father and no other putative father can be identified. Follow federal regulation and close the case immediately after county performs diligent efforts to identify the NCP and obtains the attestation. DCSS should define diligent efforts in state regulations to include proven methods of interviewing the CP to elicit information about the putative father and the impressing upon her of the importance of both establishing paternity with its concomitant benefits for her child and establishing a support order.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The interviewing methodologies will be addressed through training, as opposed to regulations.
CC005	45 CFR 303.11(b)(3) - Paternity cannot be established because: (iii) in accordance with §303.5(b) of this part, the IV-D agency has determined that it would not be in the best interest of the child to establish paternity in a case involving incest or forcible rape, or in any case where legal proceedings for adoption	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	are pending. Close cases per federal criterion.		
CC006	45 CFR 303.11(b)(3) - Paternity cannot be established because: (iv) the identity of the biological father is unknown and cannot be identified after diligent efforts, including at least one interview by the IV-D agency with the recipient of services. Define "identity" as a first and last name. Follow federal regulation and close the case immediately after the county performs diligent efforts to identify the biological father. The CP must be given written information on how to reopen her case if new information becomes available.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CC007	45 CFR 303.11(b)(4) - The non-custodial parent's location is unknown, and the state has made diligent efforts using multiple sources, in accordance with 303.3, all of which have been unsuccessful, to locate the non-custodial parent: (i) over a three-year period when there is sufficient information to initiate an automated locate effort. Close cases per federal criteria along with the following additional state criteria: a) Diligent efforts must include periodic locate efforts (e.g., quarterly). DCSS should review the resources available to all counties and determine which locate tools listed below the counties must use for diligent effort. This may require DCSS to fund many more locate tools. b) The state should establish a state-funded State Only Locate and Enforcement	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	All criteria except the SOLEP are adopted in full. The regulations will also require submission of the case for locate services to the federal Case Registry and the Federal Parent Locator Service. DCSS is exploring options for a SOLEP or similar process in the longer term.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	Program (SOLEP) to which selected closed IV-D cases will be referred for continued automated locate and enforcement services.		
CC008	<p>45 CFR 303.11(b)(4) - <i>The non-custodial parent's location is unknown, and the state has made diligent efforts using multiple sources, in accordance with 303.3, all of which have been unsuccessful, to locate the non-custodial parent (ii) over a one-year period when there is not sufficient information to initiate an automated locate effort.</i></p> <p>Close cases under the federal closure criteria and along with the following supplemental state provisions: Diligent efforts shall include, at a minimum: a) contacting the CP at least once during the one-year period to ask for information that might identify and locate the NCP; b) making reasonable efforts to obtain the SSN of the NCP, using all appropriate sources, such as the CPLS, DMV, credit reporting agencies, and FPLS to assist in identifying missing or incomplete SSNs.</p>	<p><u>Adopted</u></p> <p><input checked="" type="checkbox"/> In full <input type="checkbox"/> In part</p> <p><u>Requires further study</u></p> <p><input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+)</p> <p><input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration</p>	
CC009	<p>45 CFR 303.11(b)(5) - <i>The non-custodial parent cannot pay support for the duration of the child's minority because the parent has been institutionalized in a psychiatric facility, is incarcerated with no chance for parole, or has a medically verified total and permanent disability with no evidence of support potential. The state must also determine that no income or assets are available to the non-custodial parent that could be levied or</i></p>	<p><u>Adopted</u></p> <p><input checked="" type="checkbox"/> In full <input type="checkbox"/> In part</p> <p><u>Requires further study</u></p> <p><input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+)</p> <p><input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration</p>	

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	attached for support. Close cases under federal closure criteria.		
CC010	45 CFR 303.11(b)(6) - <i>The non-custodial parent is a citizen of, and lives in, a foreign country, does not work for the federal government or a company with headquarters or offices in the United States, and has no reachable domestic income or assets; and the state has been unable to establish reciprocity with the country.</i> Close cases under federal closure criteria.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CC011	45 CFR 303.11(b)(7) - <i>The IV-D agency has provided locate-only services as requested under §302.35(c)(3).</i> Close cases under federal criterion after performing locate service.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CC012	45 CFR 303.11(b)(8) - <i>The non-IV-A recipient of services requests closure of a case and there is no assignment to the state of a medical support under 42 CFR 433.146 or of arrearages that accrued under a support order.</i> Close cases under federal criteria.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CC013	45 CFR 303.11(b)(9) - <i>There has been a finding by the responsible state agency of good cause or other exceptions to cooperation with the IV-D agency and the state or the local IV-A, IV-D, IV-E, Medicaid, or food stamp agency has determined that support enforcement may not proceed without risk or harm to the</i>	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	child or caretaker relative: Close cases under federal criteria.		
CC014	<p>45 CFR 303.11(b)(10) - In a non-IV-A case receiving services under §302.33(a)(1) (i) or (iii), the IV-D agency is unable to contact the recipient of services within a 60 calendar day period despite attempts by telephone and at least one letter sent by first class mail to the last known address.</p> <p>Close cases under federal criteria, but supplement with the following state criteria: a) When the LCSA obtains a collection that needs to be distributed to the CP who cannot be contacted, diligent efforts to contact the CP must include quarterly locate efforts for six months using at a minimum: CPLS, Credit Bureau Header Check, DMV, MEDS, and the Postmaster. b) When contact with the CP is lost and there are no undistributed collections, diligent efforts to contact the CP must include at a minimum, accessing the DMV, MEDS, Postmaster, and any other resources that may be identified later.</p>	<p><u>Adopted</u></p> <p><input checked="" type="checkbox"/> In full <input type="checkbox"/> In part</p> <p><u>Requires further study</u></p> <p><input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+)</p> <p><input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration</p>	Locate through the FCR and FPLS will also be included, as appropriate.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
CC015	<p>45 CFR 303.11(b)(11) - In a non-IV-A case receiving services under §302.33(a)(1)(i) or (iii), the IV-D agency documents the circumstances of the non-cooperation and an action by the recipient of services is essential for the next step in providing IV-D services.</p> <p>Close cases under federal criteria along with the following supplemental state criteria: a) Non-cooperation includes failure to provide essential information to take the next case action, continued practice of taking direct payments after a minimum of one warning, failure to attend hearings, refusal to sign forms, or refusal to report private attorney actions. b) Before closing for any of the above infractions, the infraction(s) must be documented and the CP must have received a warning that his/her case is subject to closure for non-cooperation. c) Establish a procedure pursuant to Family Code Section 17800 et al. to allow the CP access to a fair hearing or an ombudsman, or some other complaint resolution process, if the case is going to be closed under this regulation.</p>	<p><u>Adopted</u></p> <p><input checked="" type="checkbox"/> In full</p> <p><input type="checkbox"/> In part</p> <p><u>Requires further study</u></p> <p><input type="checkbox"/> Short term (within year)</p> <p><input type="checkbox"/> Long term (TBD – year+)</p> <p><input type="checkbox"/> Not actionable</p> <p><input type="checkbox"/> Not under consideration</p>	
CC016	<p>45 CFR 303.11(b)(12) - The IV-D agency documents failure by the initiating state to take an action that is essential for the next step in providing services. Close cases under federal criteria. Include additional state policy as follows: a) If the initiating state does not respond within 30 days, send out a second request. b) If there is no response at the end of a second 30 days, send out a 60-day closure notice. c) At the</p>	<p><u>Adopted</u></p> <p><input type="checkbox"/> In full</p> <p><input type="checkbox"/> In part</p> <p><u>Requires further study</u></p> <p><input type="checkbox"/> Short term (within year)</p> <p><input type="checkbox"/> Long term (TBD – year+)</p> <p><input type="checkbox"/> Not actionable</p> <p><input checked="" type="checkbox"/> Not under consideration</p>	DCSS is not considering extra notice, as it would add an additional 30 days to the closure process beyond the federal requirements.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	time the closing notice is sent out, contact the initiating state's Central Registry for assistance. d) Close the case.		
CC017	<p><i>State closure regulation at MPP Section 12-302.1(h) based on 45 CFR 303.11(b)(8) - The non-assisted CP requests closure of a case and any arrearages assigned to the state are under \$500. Develop new or modify policy to address circumstances under which this policy conflicts with federal requirements and causes the state to be non-compliant with federal regulation.</i></p>	<p><u>Adopted</u></p> <p><input checked="" type="checkbox"/> In full <input type="checkbox"/> In part</p> <p><u>Requires further study</u></p> <p><input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+)</p> <p><input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration</p>	
CC018	<p><i>State closure regulation at MPP Section 12-302.1(l) - The case involves only the establishment of an order for the reimbursement of aid and all of the following apply: a) Aid has terminated. b) The NCP is located. c) The NCP refuses to stipulate to a reimbursement order. d) Court-ordered reimbursement cannot reasonably be expected to exceed \$1,000.</i></p> <p>Develop new or modify the current policy to address the non-compliance issues of this state closure regulation as raised by OCSE.</p>	<p><u>Adopted</u></p> <p><input checked="" type="checkbox"/> In full <input type="checkbox"/> In part</p> <p><u>Requires further study</u></p> <p><input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+)</p> <p><input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration</p>	DCSS will delete these criteria, because they are inconsistent with federal regulations.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
CC019	<p><i>State closure regulation at MPP Section 12-302.1(m) - The custodial parent has moved to another county or state and both of the following apply: (1) The CP applied for services in the other county or state. (2) The LCSA documents in the case file that contact was made with the other county or state to confirm that the CP has applied for services in the other county or, in the case of an inter-county transfer, to confirm that the case had been transferred.</i></p> <p>Close cases in accordance with this closure criterion when the CP moves to another state. Revise the criterion for closing inter-county transfer cases consistent with pending duplicate case transfer requirements.</p>	<p><u>Adopted</u></p> <p><input checked="" type="checkbox"/> In full</p> <p><input type="checkbox"/> In part</p> <p><u>Requires further study</u></p> <p><input type="checkbox"/> Short term (within year)</p> <p><input type="checkbox"/> Long term (TBD – year+)</p> <p><input type="checkbox"/> Not actionable</p> <p><input type="checkbox"/> Not under consideration</p>	
CC020	<p><i>45 CFR Section 303.11(c) - In cases meeting the criteria in paragraphs (b)(1) through (6) and (10) through (12) of this section, the state must notify the recipient of services or, in an interstate case meeting the criteria for closure under (b)(12), the initiating state, in writing 60 calendar days prior to closure of the case of the state's intent to close the case. The case must be kept open if the recipient of services in the initiating state supplies information in response to the notice that could lead to the establishment of paternity or a support order or enforcement of an order or, in the instance of paragraph (b)(10) of this section, if contact is reestablished with the recipient of services. If the case is closed, the former recipient of services may</i></p>	<p><u>Adopted</u></p> <p><input checked="" type="checkbox"/> In full</p> <p><input type="checkbox"/> In part</p> <p><u>Requires further study</u></p> <p><input type="checkbox"/> Short term (within year)</p> <p><input type="checkbox"/> Long term (TBD – year+)</p> <p><input type="checkbox"/> Not actionable</p> <p><input type="checkbox"/> Not under consideration</p>	Note: The application fee is paid by California, not the recipient.



P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	request at a later date that the case be reopened if there is a change in the circumstances that could lead to the establishment of paternity or a support order or enforcement of an order by completing a new application for IV-D services and paying any applicable application fee. Close cases under federal criteria.		
CC021	45 CFR Section 303.11(d) - The IV-D agency must retain all records for cases closed pursuant to this section for a minimum of three years, in accordance with 45 CFR part 74. Records should be electronically archived for a prescribed period of time. When determining the prescribed period of time for archiving, DCSS should take into consideration the LCSA's current systems' capabilities for electronically archiving cases, as well as the consortia and statewide systems' archiving capabilities	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The requirement for the retention of records will be adopted in full. However, the recommendation for electronic archiving of cases will require additional study and will be implemented as a part of the statewide system.
CC022	A designated staff member, (e.g., lead or supervisory) must manually review all cases prior to closure to ensure that the reason for closure is validated in the file.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This recommendation has significant workload/resource implications and requires further long-term study. California is currently a state that is participating in an OCSE best practices assessment. DCSS will consider the adoption of any case closure best practices recommended by OCSE.
CC023	Legislation should be introduced to fund the State Only Locate and Enforcement Program (SOLEP).	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year)	See CC007.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CC024	The Federal Parent Locator Service should be made available for closed IV-D cases that remain open under the proposed SOLEP.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This would require a change to federal regulations. DCSS is not advancing this request, but will be studying options that may serve the same purpose. OCSE has expressed willingness to pilot test some cases to allow DCSS to assess the value of a SOLEP or similar process.
CC025	Modify the federal performance incentive formula so that it does not encourage states to close locate cases as soon as they become eligible for closure.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input checked="" type="checkbox"/> Not under consideration	This is not under consideration because it would require a change in federal regulations. DCSS is not advancing a request to OCSE for this change.
CC026 Sum- mary	DCSS should revise existing state case closure regulations to reflect federal closure criteria and any additional state criteria recommended by this Workgroup and approved by the DCSS Directorate.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CC027	DCSS should determine the feasibility of establishing a SOLEP as soon as possible. Given the state process for enhancing state and LCSA automated systems with new capabilities, state case closure regulations will likely become effective before a SOLEP, if approved, becomes functional. Provisions addressing the closure of cases and their referral by	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	See CC007, CC023, and CC024.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	counties to a SOLEP should be included in the regulations. Even if approved, SOLEP would not be functional for an extended time. State regulations can stipulate closure requirements in the interim and provide counties with a waiver from having to refer cases to SOLEP until the program is functional.		
CC028	DCSS should take steps to ensure statewide compliance with case closure requirements. This would include revising state performance review documents to reflect all closure requirements in forthcoming state regulations as well as in child support program training curricula.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will be reviewing and modifying compliance review criteria to adjust for the new case closure regulations. Adherence to case closure regulations will be an integral part of the county compliance reviews.
CC029	DCSS should determine what locate resources are currently available to each LCSA and then determine which resources must be made available to all counties to ensure cases receive the same locate service statewide.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with the recommendation and will adopt standard statewide locate resources, as feasible, as part of the statewide system. In the interim, regulations will specify the locate sources that each county must use, ensuring that those sources are available in each county.
CC030	DCSS should determine the impact of closing cases on both the state's performance incentive ratings and on families with IV-D cases.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	While the impact of closing cases on the performance incentive ratings can be determined rather quickly, the impact of case closure on families requires further study. DCSS expects the impact to be low and mitigated by a family's ability to reopen a case. As part of the Case Closure Initiative, DCSS will gather and analyze statistics relative to the case closures. Additionally, statistics on case closure that are part of the fair hearings and complaint resolution processes will also be gathered and analyzed.
CC031	Once DCSS finalizes the case closure regulations, educate the public about the case closure guidelines.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part	DCSS will develop educational material on this topic.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
<b>Case Processing (CP) – General Comments:</b> The Workgroup provided recommendations and flowcharts that will greatly assist DCSS in implementing statewide case processing uniformity. DCSS is adopting in full or in part 27 of the 52 Workgroup recommendations, and has already incorporated many of them into Departmental regulation packages. Additionally, DCSS has established a Default Workgroup to study many of the remaining recommendations for possible future implementation.			
CP001	Adopt statewide criteria and/or formula to ensure that the low-income adjustment (LIA) is used uniformly.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Regulations will address when LCSAs should “request” the LIA in the complaint.
CP002	Adopt statewide standards regarding the use of income history.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	It is believed that the genesis of this recommendation was that some counties that establish orders using MBSAC are not going back and amending the complaint when the earnings information is received. The Default Workgroup is also working on this recommendation.
CP003	Adopt a standard formula for determining monthly payment amounts on reimbursement/arrears.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
CP004	Adopt a uniform policy statewide that paternity is not at issue if there is a valid declaration of paternity (POP declaration).	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is adopting this recommendation in regulations.
CP005	Adopt statewide criteria for application of hardship deductions by IV-D agencies.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CP006	Adopt a statewide policy that no request for recoupment of costs for genetic tests in intrastate cases will be made <i>[when CA is the responding state]</i> .	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input checked="" type="checkbox"/> Not under consideration	This conflicts with federal regulations that require the initiating jurisdiction to pay these costs. However, California regulations need to require compliance with the federal regulations, because some counties elect to pay the costs and not seek recoupment from the initiating state.
CP007	Adopt statewide policy regarding the establishment of and subsequent action concerning orders entered in a zero amount or that reserve jurisdiction over the issue of support.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is developing regulations to address zero amount orders and orders that reserve support.
CP008 Sum- mary	Intake: Apply uniform case processing guidelines as recommended by the Workgroup.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part	Some items in the Case Processing matrix may require further study or may not be actionable.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CP009	Intake: Create a process whereby DCSS can have input into revisions to the DSS form CA 2.1Q that is completed upon application for IV-A services.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS has contacted DSS to arrange for coordination of DCSS input to future changes to the CA 2.1Q form.
CP010	Intake: Local IV-D staff should be located in the IV-A agency to: a) Provide assistance and information to the CP, b) Obtain necessary information to open case, c) Obtain Declaration of Paternity, if paternity is at issue, d) Obtain information on existing orders, e) Obtain arrears affidavit, if an order exists and arrearages have accrued.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will adopt the recommendation to the extent feasible. Current state law allows telephonic access as a form of co-location.
CP011	Intake: Obtain information on NCP's employment/income history.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will adopt regulations requiring the LCSA to interview the CP within 10 business days of opening a case and reinterview the CP as needed. During the interviews, the LCSA shall solicit financial and all other information about the noncustodial parent.
CP012	Intake: Interview non-Temporary Assistance for Needy Families (TANF) CP when CP applies for IV-D services.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is adopting this recommendation in regulations.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CP013	Establishment: Send case opening letter to the NCP, if address is known.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is adopting this recommendation in regulations.
CP014	Establishment-Paternity: If the NCP is willing to acknowledge paternity prior to the filing of the Summons and Complaint, have the NCP sign the POP declaration form.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is adopting this recommendation in regulations.
CP015	Establishment-Paternity: Where the CP has named more than one possible putative father, the IV-D agency shall proceed first against the most likely father and not the father about whom the IV-D agency has the most information.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is adopting this recommendation in regulations. When the most likely father's location is known and sufficient information is available, the regulations will require pursuit of the most likely father prior to pursuing other possible fathers.
CP016	Establishment-Paternity: Check the POP registry (if interfaced with the state system) before filing a Summons and Complaint for paternity.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will adopt regulations requiring LCSAs to check the statewide Database of Voluntary Declaration of Paternity prior to filing a Summons and Complaint (S&C) for paternity. If the POP declaration exists, the S&C would not be filed. In addition, prior to adoption of regulations, DCSS will issue a Child Support Services letter implementing this policy.
CP017	Establishment-Paternity: Do not file a Summons and Complaint if a POP	<u>Adopted</u> <input checked="" type="checkbox"/> In full	DCSS is clarifying the existing regulation relative to this recommendation.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	declaration has been filed with the DCSS or another state's registry, and paternity is the only issue (no child support or medical support will be requested).	<input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CP018	Establishment-Paternity: If there is a child support order for some but not all of the children, the order is from out of state, and California is not the proper state in which to modify the order, generally issue a Summons and Complaint for the “new” children and refer the existing order for enforcement.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is adopting this recommendation in regulations.
CP019	Establishment-Supplemental Complaint: a) Use to establish paternity and/or support for an additional child(ren). Use to obtain a current support order for an existing child(ren) when there is no order for current support or medical support. b) Use to add arrears period as a result of aid paid in any county in California.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will adopt regulations regarding the appropriate use of Supplemental Complaints including the criteria specified in the P3 recommendations.
CP020	Establishment: No income/income history or Social Security number: Prepare the complaint immediately. Do not wait to receive income information. Review and follow up on any available income/income history information.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Default Workgroup is reviewing this recommendation for inclusion in regulations.
CP021	Establishment-CP's income: Include CP's income in the support calculation. If CP is on aid and has limited income, use limited income. If CP is aided and has no income, income should be zero.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+)	



P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CP022	Establishment-NCP's income: Include the actual income/income history, if known. If there is no income/income history available, presumed income must be used to establish the support amount. Current support should be reserved and no arrears should be owed if there is no ability to pay support because the NCP: a) Is incarcerated. Is on welfare, which is the NCP's only income. b) Receives SSI benefits, which are the NCP's only income. c) Is a resident of a drug rehabilitation facility. d) Is under age 18 or in high school with no income.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Default Workgroup is studying this issue.
CP023	Establishment-Calculation: Include support for all months beginning with the first aid payment, but not more than one year prior to the filing of the Complaint. The monthly reimbursement/arrears payment amount should be calculated in a manner consistent throughout the state. It should be greater than the accruing interest. The support <u>arrearage balance</u> should be reduced by any amounts actually paid by the NCP directly to the CP or to the LCSA, not including payments paid to third parties, for the support of the child(ren) during the aid periods. IV-D agencies should apply LIA uniformly.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The term “support order” in the original recommendation has been changed to “arrearage balance” to more clearly reflect the intent of the workgroup. Consistent with recommendation CP003, DCSS will study the appropriate percentage and/or formula repayment.
CP024	Establishment: Amended Summons and Complaint and Proposed Judgment should be prepared if: The NCP has not been served with the Summons and Complaint and Proposed Judgment, and additional	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year)	DCSS is adopting this recommendation in regulations.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	income/income history that would change the support amount is received.	<input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CP025	Establishment: The IV-D agency should have in-house deputized clerks for filing and conforming of routine pleadings.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CP026	Establishment: The NCP should be encouraged, and should be allowed, to meet with the LCSA to negotiate a stipulated agreement at any time during the establishment process.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is adopting this recommendation in regulations.
CP027	Establishment-Service of Process: Digitized signatures are appropriate on complaints. The signature should be that of the lead attorney in the LCSA.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS supports this recommendation. Digitized signature capability will be part of the statewide system.
CP028	Establishment-Service of Process: A notice providing the opportunity to come to the IV-D agency to be served shall be sent to the NCP after the filing of the Summons and Complaint, but before sending for service.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Default Workgroup is reviewing this recommendation.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
CP029	Establishment-Genetic Testing: A Notice and Acknowledgment of Receipt shall be sent to the out-of-area NCP who calls the child support office and is asking to be served.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This notice will be incorporated into the statewide system.
CP030	Establishment-Genetic Testing: Provide Genetic Testing Stipulation upon request to NCP who contests paternity: NCP is not required to file an Answer. CP's signature is not needed on Stipulation. Attach notification letter stating that a Default Judgment will be entered if signed Stipulation not returned within 10 days or an Answer to Complaint is not filed with the Superior Court Clerk.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CP031	Establishment-Genetic Testing: Send NCP a conformed copy of the Stipulation with a Genetic Testing Appointment Notice stating the date, time, and place of testing and that a Default Judgment will be entered if the NCP fails to appear for testing or an Answer is not filed with the Superior Court Clerk.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is adopting this recommendation in regulations.
CP032	Establishment-Default: If the NCP fails to appear for testing, set second appointment if requested.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is adopting this recommendation in regulations.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
CP033	Establishment-Default: If valid proof of service exists, proceed with Default: On the 31st day after service (if personally served, the NCP has 30 days from service to answer). On the 41st day after mailing (if sub-served, the NCP has 40 days from mailing to answer).	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Default Workgroup is reviewing this issue and recommendation.
CP034	Establishment-Default: Amended Proposed Judgment: Review additional financial information if received prior to Default. If that information would result in a support order that is different from the amount in the Proposed Judgment: File a Declaration for Amended Proposed Judgment setting forth the additional information. Serve the Declaration and the Amended Proposed Judgment on the NCP and the CP by mail. The time to answer is extended 35 days from the date of mailing.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Default Workgroup is reviewing this issue and recommendation.
CP035	Establishment-Default: Default Packet forms should include: a) Proof of Service of Summons and Complaint (without NCP's address). b) Request to Enter Default. Judgment Regarding Parental Obligations. c) Notice of Rights and Responsibilities. d) Information on Changing a Child Support Order. e) Guideline Worksheet or support calculation printouts for current and/or retroactive support. f) Declaration for Default or Uncontested Judgment. g) Notice of Entry of Judgment (without NCP's or CP's address).	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Default Workgroup is reviewing this issue and recommendation.
CP036	Establishment-Default: Default Order obtained: a) A conformed copy of the	<u>Adopted</u> <input checked="" type="checkbox"/> In full	DCSS is adopting this recommendation in regulations.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	Judgment and Notice of Entry by Judgment is mailed to the NCP: At the address where the Summons and Complaint was served, and at the last known address, if different from the address where served. b) A conformed copy of the Judgment and the Notice of Entry of Judgment is mailed to the CP.	<input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CP037	Amend FC 17400 to clarify that income may be imputed based on proven earning capacity per current case law.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Default Workgroup is reviewing this issue and recommendation.
CP038	Amend FC 4072 to allow IV-D agencies to use hardship deductions.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Default Workgroup is reviewing this issue and recommendation.
CP039	Amend FC 4055(b)(7) to allow IV-D agencies to use the LIA.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
CP040	Amend legislation to provide that the one-year pre-initial pleading arrears period applies in cases in which no aid has been paid, as well as in aid cases.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This issue is under study.
CP041	Clarify the law, CCP 128.7, to allow digitized signatures.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	See CP027.
CP042	Amend legislation to provide that an Amended Proposed Judgment is required only if the income information would change the support amount by 20% or \$50, whichever is greater.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Default Workgroup is studying this issue.
CP043	Create a workgroup to investigate and develop policy and procedures for interstate case processing.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS has a workgroup in place to address this and other interstate recommendations.
CP044	Create a workgroup to investigate and develop policy and procedures for intercounty case transfer/duplicate cases.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part	DCSS is in the process of finalizing the proposed regulations and will be requesting comments from stakeholders.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CP045	Create a workgroup to investigate and develop policy and procedures for service by publication.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Default Workgroup is studying this issue.
CP046	Create a workgroup to investigate and develop policy and procedures for enforcement best practices.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CP047	Create a workgroup to investigate and develop policy and procedures for uniform case processing implementation guideline and plan.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
CP048	Create a workgroup to investigate and develop policy and procedures for calculation of monthly reimbursement/arrears payment amounts.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable	DCSS plans to create a workgroup in the long term to address this recommendation. See CP003 and CP023.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not under consideration	
CP049	Create a workgroup to investigate and develop policy and procedures for medical support.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	A workgroup is in place to develop policy and procedure recommendations for medical support.
CP050	Create a workgroup to investigate and develop policy and procedures for coordination of information regarding Family Law Facilitators and other community resources with Case Processing, Customer Access, and Child Support Services Forms Workgroups.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input checked="" type="checkbox"/> Not under consideration	This recommendation is not under consideration at this time.
CP051	Create a workgroup to investigate and develop policy and procedures for the use of Social Security dependent benefit payments received by the CP in calculating child support.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input checked="" type="checkbox"/> Not under consideration	Current state law allows a credit against the NCP's child support obligation when the child receives Social Security benefits based on the NCP's disability or retirement. Using the income of the CP or child, as indicated in this recommendation, to pay the noncustodial parent's child support obligation has the potential to financially harm the family.
CP052	Create a workgroup to investigate and develop policy and procedures for suggested case processing best practices selected from the <i>Compendium of State Best Practices and Good Ideas in Child Support Enforcement 2000</i> and from those included in the P3 Case Processing Workgroup binder and as summarized by the Case Processing Workgroup.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Though DCSS has not formed a specific workgroup to review best practices, the DCSS Policy Branch is reviewing the recommended best practices as part of the regulation development process, and the DCSS Office of Research and Program Design has best practices initiatives under way, as well.



P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
<b>Enforcement Uniformity (ENF) – General Comments:</b> Because one major rationale for creating DCSS was to ensure fair and uniform practices in all 58 counties, the Department is committed to implementing as many of the Enforcement Uniformity Workgroup’s 53 recommendations as possible. However, many of the recommendations require further study to determine the impacts on customer service, funding, and county operations. DCSS will study in the short and long term 26 of the Workgroup recommendations.			
ENF001 ENF010	For accuracy and reliability, the Workgroup recommends that a statewide project be implemented to do “arrear cleanup” so that accurate and reliable data and records exist, thus aiding in performance measurement and grading.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Before the statewide system is implemented, cases must have accurate records. This recommendation will require long-term study to determine the most appropriate way to ensure accurate case records.
ENF002	The Workgroup agreed that automation is a key factor in achieving statewide uniformity. For uniformity and efficiency, automation should continue to be fully supported and funded.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS strongly agrees with this recommendation.
ENF003	When automated enforcement and mandated remedies are unsuccessful in cases where an obligor is able but unwilling to pay child support, use a manual enforcement remedy, either a criminal or quasi-criminal judicial action, in situations that cannot be enforced using other remedies.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Regulations will address uniform statewide criteria for civil contempt.
ENF004	Provide sufficient funding to both the courts and the LCSAs to support timely court-based enforcement actions on cases in which obligors are able, but unwilling to pay support.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable	Providing funding to the LCSAs to support this recommendation is an allowable IV-D expenditure.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not under consideration	
ENF005	Send an automated personalized information letter (as opposed to a form letter) within two business days after entry of the order if a known verified address exists. If the address is not known, send the letter upon verification of an address. The letter should include information regarding facilitator services and in-kind payments, as well as other information that is specific to the obligor's case and order.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with the customer service emphasis incorporated in this recommendation and will study the implementation ahead of and as part of the statewide system. Additionally, the outreach planning group will look at the whole array of possibilities.
ENF006	Mail a statewide child support information brochure, with county-specific identifying information, with the automated personalized information letter. The brochure should include information such as office locations and hours, the office telephone number, and possibly the caseworker's name.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This will be reviewed as a part of the Outreach Initiative. DCSS will look at this as part of an array of possibilities.
ENF007 ENF034	Encourage increased use of telephone communications, as opposed to written communications, with the obligor.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees that use of the telephone for communications provides a more personalized customer service.
ENF008	Use predictive telephone calls to the obligor, as opposed to written communication.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable	Predictive telephone calls use a computer to dial the number; when a live body is reached, the call is immediately connected to a caseworker. This recommendation requires further long-term study, and the pros and cons will be evaluated.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not under consideration	
ENF009	Create a statewide brochure that defines the duties of the Court Facilitator and include information about possible modification of court orders. Include the brochure in the annual notice. The group also felt that mailing the notice on a more frequent basis should be explored. Appoint a committee to consider what other information might be placed into this regular communication to the obligors.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS plans to look at all public outreach materials to determine the best format for all informational material, possibly including it all in the Child Support Handbook.
ENF011	Create a monthly statewide billing statement that includes not only the billing information, but includes information such as: a) The obligor's right to have the order reviewed and modified by the court, b) The existence of the Court Facilitator, c) Other information that provides service to the obligor.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS has drafted a regulation that will cover this recommendation.
ENF012	DCSS should study the impacts of SDU implementation and identify ways to lessen delays and the impacts to families.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is currently has an initiative under way to study SDUs.
ENF013	Allow courts to order direct bank account withdrawals for payment of child support by self-employed obligors.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Family Code section 4508 authorizes the court to order electronic fund transfers from bank accounts for obligors who are not subject to earnings assignment orders.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
ENF014	Allow direct bank withholding <i>[as a form of wage withholding]</i> as an additional tool in circumstances where the wage assignment does not work.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This requires a change in state law. In the interim, the LCSA could do bank levies.
ENF015	Compel unions to inform the collecting agency where obligors are working on any job in excess of ten days.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
ENF016	Unions should be subject to wage assignment orders.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Unions, if acting as the employer, are already subject to wage assignments.
ENF017	Negotiate a contract with a major credit card company for a reduced fee rate to promote this form of payment as an option for all obligors.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
ENF018	Create a statewide arrearage registry for automated liens against real property and insurance settlements. Further, create a provision so that real property title	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part	

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	insurance companies must make use of this statewide registry and report pending sales to the LCSA.	<u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
ENF019	All orders should include a requirement that verification of insurance coverage be provided, and, if not provided, that the obligor be liable for costs incurred by the custodial party in securing such insurance. (The workgroup is aware that the federal government has created a task force to deal with healthcare coverage issues. Recommendations from this task force should be considered when language for state law is being suggested.)	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This recommendation requires a change in state law. The Medical Support Workgroup will review this issue and recommendation.
ENF020	In addition to the obligor insuring the children “if available at low or nominal cost,” the obligor should be ordered to pay for “Healthy Families” insurance or such other children’s health insurance program, if the children are eligible and the father has the ability to make such payments, or that “nominal cost” be defined—such as five percent (5%) of the obligor’s gross monthly income.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Medical Support Workgroup will review this issue and recommendation.
ENF021	Require obligors to pay one-half of the premium for the insurance, or one-half of the part of the medical bill that insurance will not cover. Authorize the courts to waive this mandatory requirement in exceptional cases, such as when a California obligor has no ability to provide health insurance that covers a child residing out of state, or where the cost of obtaining health insurance by the	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Medical Support Workgroup will review this issue and recommendation.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	obligee is far less than the cost of obtaining health insurance by the obligor.		
ENF022	DCSS should develop a process to establish priority of enforcement with input from the FTB. Secure and process the computer program so that "who is the right debtor" can be clearly established for any particular enforcement tool.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Establishing a priority-setting scheme for this recommendation will be difficult. This, however, will be part of the statewide system functionality.
ENF023	DCSS should study the issue to determine whether or not public policy would indicate lesser efforts for enforcement depending on the type of debt. That is, would reimbursement to the public be of less importance than the payment of current child support? (The study should consider the pending federal legislation that would change the distribution rules. The pending legislation requires that child support be forwarded to the family, rather than used for reimbursement.)	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will consider whether a study of this issue is desired at a later date.
ENF024	When an erroneous action of the IV-D agency results in money being improperly collected, require the LCSA to use revolving funds to return the seized funds no later than ten business days after discovery. Further, interest on the sum should be paid to the obligor, but no interest should be applicable where the fault is that of the obligor. DCSS should coordinate this recommendation with the fair hearing and the ombudsperson processes.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The paying of interest to the obligor requires further study and is part of customer service. This can also be handled through the county complaint resolution or fair hearing processes.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
ENF025	Change federal regulations to create timeframes in which institutions involved in the Financial Institution Data Match (FIDM) program must respond. Create penalties for those who do not respond within the mandated time frames.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input checked="" type="checkbox"/> Not under consideration	DCSS is not advancing this request.
ENF026	Require the federal government to take necessary enforcement action on Multi-state Financial Institution (MS-FIDM) cases, rather than using the Administrative Enforcement - Interstate (AEI) process.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input checked="" type="checkbox"/> Not under consideration	This would require a change to federal regulations. DCSS is not advancing this request.
ENF027	If a passport is denied in error, the LCSA should pay the \$35 expedited fee to restore the passport renewal.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This requires further study to identify an appropriate funding source.
ENF028	Create a guideline for revoking the passport as well as one for restoring the passport renewal: a) Pay-down to below the federally-established arrears threshold (currently \$5,000), OR, b) Make an exception where obligor needs the passport for his employment and where a satisfactory wage assignment or bank withholding account has been established.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	<p>DCSS is adopting the recommendation for restoring the passport and will be issuing policy in this area for uniformity throughout the state. The Department's policy for restoring a passport may include more than just payment to the threshold amount.</p> <p>Revocation of a passport would require a change in federal law. DCSS is not advancing the request.</p>
ENF029	Provide for attachments against all public pensions (401K, IRA, Keogh, STRS).	<u>Adopted</u> <input type="checkbox"/> In full	This requires further study and may require changes and/or new state or federal legislation.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
ENF030	Suspension or denial of licenses should be extended to local permits.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This requires further study and changes to state legislation.
ENF031	Implement driver's license restoration guidelines recommended by the Enforcement Workgroup.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is modifying the criteria recommended by the workgroup to include specific exceptions. Driver's license restoration is being looked at along with similar function, e.g., passport denial.
ENF032	Permit the revocation of licenses that do not renew annually.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will adopt regulations that specify the criteria and conditions under which driver's licenses can be revoked with a 150-day notice. The revocation of other types of licenses that do not renew annually would require a change in state or federal law.
ENF033	Implement the guidelines for the renewal of licenses other than a driver's license as recommended by the Enforcement Workgroup.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is adopting the criteria recommended by the workgroup, other than the exceptions to the criteria. The Department objective is uniformity in practice throughout the state.



P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
ENF035	Use indexes or directories from private vendors to increase the identification of obligors with worker's compensation claims.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is adopting this recommendation as a best practice.
ENF036	That a complete audit of arrears be completed prior to seeking any judicial remedy.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input checked="" type="checkbox"/> Not under consideration	As a best practice, NCPs should be directed on how to seek a review of their cases. The statewide system will also deal with this area to ensure data are accurate and complete.
ENF037	Require all LCSAs to identify which type of contempt/270 they are going to use.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This recommendation will be implemented in the short term through regulations.
ENF038	Create state law to modify appearance of judgment debtor proceedings so that an obligor who resides over 150 miles from the county can no longer evade the process. This recommendation does not apply to responding UIFSA cases.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This requires a change in state law.
ENF039	Whenever there is an order for appearance of judgment debtor, file a seek work order	<u>Adopted</u> <input checked="" type="checkbox"/> In full	Adopted in full ,subject to existing criteria on job seek orders.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	as well.	<input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
ENF040	Allow courts to permit writs to be issued upon the ex parte application.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input checked="" type="checkbox"/> Not under consideration	Courts can do this now.
ENF041	Use automatic lien on personal property only when appropriate.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Adopted as a best practice.
ENF042	Use Lis Pendens or lien on a lawsuit only when other enforcement remedies are unsuccessful.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This will receive further study. DCSS wants to make sure that best practices for enforcement methods are implemented.
ENF043	As courts automate their systems, DCSS should investigate the possibility of running a list of delinquent child support obligors against plaintiffs filing new lawsuits and defendant cross-complaints. When a match is made, the LCSA could	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+)	

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	research the nature of the suit or simply automatically file a Notice of Lien.	<input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
ENF044	Perform a study of other enforcement tools for possible usage in enforcement as recommended by the Workgroup.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees that other enforcement tools should be studied and will review all options for enforcement tools and implement those that are determined to be of benefit.
ENF045	The Workgroup feels that it is very important that time and effort be given to consideration of the important topic of location of the obligor, as there are many cases where the home address or work address of the obligor is unknown. Tools should be created to aid in the finding of the obligor.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees that locating the obligor is very important. Regulations will specify the locate sources counties must access as part of their locate efforts.
ENF046	To complete its task, the Workgroup anticipates that an “enforcement philosophy” will need to be formulated and communicated from the Department of Child Support Services. We assume that the philosophy will rest on finding which enforcement tools are most useful and formulating some schematic to recognize what is the right action for the right person at the right time. Enforcement should be tailored to individual cases differentiated by the willingness and ability of each obligor to meet his financial obligations.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The collectability study is the starting point for determining the right action at the right time.
ENF047	Create a “one-stop center” in each county where unemployed child support obligors may be referred for job-seek assistance, education/training, or both.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part	EDD may already provide the items outlined in the recommendation. This may also be a customer service issue. DCSS will adopt this recommendation as a best practice and will strongly recommend that counties participate in “one stop” efforts.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
ENF048	Establish a class, potentially mandatory, for anyone unwilling to pay support, which would coordinate psychological and sociological data to teach awareness of obligor’s responsibilities as to child support.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will look at components of this recommendation to help low-income obligors.
ENF049	Consider proposing legislation to make modification potentially retroactive to the date of completion of the written request (on a specific form) to the LCSA. This would need to be coordinated with the Case Processing Workgroup recommendations.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This requires changes to state legislation.
ENF050	Study the value of extending the court hours for night or weekend sessions, similar to the recommendations of the Customer Access Workgroup.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with the need to study this issue, and it will be studied as a part of customer service.
ENF051	Ensure that the entire issue of health insurance assignments has a priority for examination and is an integral part of the continuing “next steps” of the department. DCSS should continue to study the “IV-D Kids” project, currently being piloted in Sacramento County, as a possibility.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable	The Medical Support Workgroup and a separate initiative to study health insurance options will be addressing the issue of medical support.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not under consideration	
ENF052	The Workgroup discussed the possibility of shifting the burden of child support collection from the collecting agency to the obligor. A better system might be created by a single document to be completed by the obligor upon his becoming employed. Though similar to the State Directory of New Hires, a W-4-type form could be created and used by the employer. The employee would have to indicate the existence of the support obligation, the location where payment should be made, and the sum due. We recommend DCSS study this issue.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input checked="" type="checkbox"/> Not under consideration	
ENF053	Child support collection efforts to recover foster care expenses should be studied to ensure they do not interfere with the efforts to maintain or reunify families and amended, if needed, so that the enforcement efforts are consistent with other state policy goals for children and families.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees that this is an important issue.
<b>Fair Hearings (FH) – General Comments:</b> DCSS has adopted almost all of the recommendations of the Fair Hearings Workgroup, many of which will be embodied in regulations to be promulgated on July 1, 2001.			
FH001	DCSS shall develop a statewide uniform local complaint resolution process. Note: No maintenance and operations costs were factored into the evaluation.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Statute requires the development and implementation of a uniform local complaint resolution process. DCSS is in the process of developing regulations for the complaint resolution process.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
FH002	Effective July 1, 2001 DCSS shall implement the uniform state hearing process. Note: It is presumed that this includes a system for data capture and the continuance of FFP funds.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS has developed the Inter-agency Agreement to conduct state hearings with the California Department of Social Services.
FH003	The DCSS hearing process should be modeled, to the extent possible, on the California Department of Social Services (CDSS) fair hearing process, which includes components contained in existing CDSS state fair hearing regulations.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The California Department of Child Support Services state hearing process will be modeled after that of the California Department of Social Services.
FH004 FH011	DCSS should direct and assist each local child support program in establishing an Ombudsperson office to provide impartial assistance in resolving complaints.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	LCSAs were to select Ombudspersons by February 2001. The Department is verifying that this has taken place.
FH005 FH013	DCSS should fully fund and sponsor a comprehensive statewide public educational and outreach campaign that provides information on both the state hearing and the local complaint resolution process. Note: It is assumed that this includes staffing, contract costs, and service delivery.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is in the process of developing a campaign and materials on these processes.
FH006	DCSS should ensure that ALJs who conduct child support state hearings are provided with the education and training necessary to perform their jobs	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part	This is a component in the Inter-Agency Agreement with the California Department of Social Services.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	effectively.	<u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
FH007	DCSS should establish uniform and efficient liaison procedures with FTB to resolve CP/P and NCP complaints.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is in the process of developing these procedures.
FH008	All local child support agencies shall implement the uniform local complaint resolution process to resolve complaints from CP/P and NCPs regarding actions of the LCSA.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is in the process of developing the complaint resolution process, and counties will be required to follow the process.
FH009	The LCSA shall investigate all complaints and provide a written response within 30 calendar days.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This recommendation will be included in the complaint resolution regulations.
FH010	Local complaint resolution procedures shall be exhausted prior to accessing a state hearing.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable	This recommendation will be included in the complaint resolution and state hearing regulations.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not under consideration	
FH012	Mandate a single start date for local complaint resolution process.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The start date will be implemented by regulation as of July 1, 2001.
FH014	Establish and capture uniform state hearing/complaint resolution data elements.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is developing a process to capture these data and will monitor the processes as a performance measure.
FH015	Identify and develop recommendations regarding intercounty issues affecting state hearings.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Regulations will address intercounty issues affecting state hearings.
FH016	Identify and develop recommendations regarding interstate issues affecting state fair hearings.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The interstate fair hearing issue requires further study. All states have a fair hearing process, and those processes will need to be studied and reviewed by DCSS to determine the interface procedures.
FH017	Draft simplified complaint/state hearing forms.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part	DCSS is in the process of developing the necessary forms.



P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
FH018	Amend California legislation to align state fair hearing/complaint resolution deadlines.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will align and implement the state hearing/complaint resolution processes via regulation July 1, 2001.
<b>Management Practices (MP) – General Comments:</b> DCSS is adopting 36 of the Management Practices Workgroup’s 51 recommendations. The Workgroup recommended many sound practices that will increase the effectiveness of management at both the state and county levels.			
MP001	Improve communication among all the stakeholders in the child support program through better-defined roles, responsibilities, and authority at all levels.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS embraces this recommendation and has taken action to improve communication and input to decision-making among all stakeholders. Open, accurate, and timely communication is our goal, but one that will take time and continual attention. In addition, DCSS has adopted a statewide Training Initiative that will address the training needs of all staff, including supervisors and managers, and include communication skills and techniques. It is also anticipated that the DCSS Regional Administrator function will greatly contribute to opening lines of communication with local child support agencies and other stakeholders.
MP002	Provide information to those who need it, when they need it, through easy-to-use tools and methods.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS embraces this recommendation and has taken action to use a variety of information sharing tools and mechanisms to help staff do their jobs. For example, DCSS uses written, electronic, video conferencing, web site-based communications; formal and informal meetings; and workgroups to provide information. DCSS has established a process to ensure that written instructions are understandable prior to distribution to LCSAs. Further, it is anticipated that the DCSS Training Initiative will result in clear identification of training needs and permit development of high-quality

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
			training materials, delivered by professional and skilled trainers. Finally, DCSS has been mindful in the process of drafting its emergency regulations to make sure that useful reference information and ease of use are protected.
MP003	Institute a statewide management structure that affords the flexibility necessary for demographic diversity among local child support agencies, while increasing the level of uniformity in child support service delivery.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input checked="" type="checkbox"/> Not under consideration	DCSS is not planning to impose a particular management structure on LCSAs. Instead, the DCSS approach will be to provide sufficient resources to operate an efficient and effective LCSA, clearly identify performance goals and measures, and evaluate performance based on those measures. Inherent in this approach is statewide uniformity through state leadership in the establishment of program goals, policies, and procedures. Under this approach, it is envisioned that DCSS would only consider LCSA organizational and management structures as a result of performance shortcomings and as part of the program compliance process.
MP004	Minority recommendation: There should be a penalty for counties who fail to participate in communications efforts and requests. This penalty can be a last resort after training and resource needs are attended to; but for counties who willfully refuse to cooperate, there should be some sanction. Regional Administrators should have the authority to impose sanctions on counties that fail to cooperate.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Statute already specifies actions to be taken relative to program compliance. At this time, DCSS has no indication that this will be insufficient. In fact, counties seem to be responding well to state leadership of the program and DCSS requests for information and other participation. Further, while Regional Administrators have a key role in ensuring program compliance and making related recommendations, the Director of DCSS reserves the authority to impose program compliance actions.
MP005	Minority recommendation: Regional Administrators should have the authority to facilitate getting the counties what they need in special situations. This followed a discussion of whether Regional Administrators should be the conduits between the state and counties or whether they should have the ability to provide necessary assistance in situations where it is warranted.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The recommendation is not entirely clear; but parts are consistent with DCSS thinking on the role of Regional Administrators. It is envisioned that Regional Administrators will have a visible presence with their assigned counties and be a central point of contact for counties and communications. Regional Administrators will be knowledgeable and familiar with the operations, issues, and needs of their assigned counties. It is also expected that Regional Administrators will play an active role in removing barriers and advocating on behalf of their counties. This role may not always result in “getting counties what they need in special situations.” DCSS is in the process of developing a concept paper on the roles, responsibilities, and internal (DCSS) and external communication patterns. Consistent

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
			with DCSS operating practice, DCSS will seek stakeholder input in development of the concept paper, as well as continual feedback on effectiveness once operationalized.
MP006	Recognize that information is a valued resource by including communication plans and processes in the management structure, practices, and operational priorities.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS recognizes the importance of communication plans and processes in the effective sharing of information, places this as a high priority, and will give continued attention to this area.
MP007	Ensure there are sufficient resources for effective communications.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will consider resources necessary to ensure effective communications. Resource needs may be addressed through a variety of means including, but not limited to, the Training Initiative, Customer Service Initiative, and County Budget Allocation Initiative.
MP008	Ensure that a compatible/universal electronic infrastructure is available to all staff (e.g., e-mail, basic hardware/software).	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS has taken, and will continue to take, electronic infrastructure into consideration in operation of interim systems and development of a single, statewide automated system.
MP009	Promote mechanisms to involve stakeholders (e.g., courts, advocacy groups, Community Planning Council, citizen advisory groups, Boards of Supervisors) in providing input on customer service delivery issues.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS has placed significant emphasis on customer service and inclusion of all stakeholders in the design and operation of the child support program. DCSS will be developing an Outreach Plan focusing on all stakeholders, recognizing the roles of each, and providing appropriate mechanisms for communication and information sharing. Further, DCSS is establishing a Customer Service Advisory Group to provide ongoing guidance and counsel to the Department for its Customer Service Initiative.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
MP010	DCSS will include all appropriate stakeholders in the development of processes, rules, mandates, policies, and statutes to ensure the consideration of all stakeholder issues and concerns prior to implementation, sufficient evaluation and analysis of the financial and logistical impact on county agencies, and adequate lead-time and resources to respond appropriately.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS firmly believes in the recommended approach to doing business and has adopted related procedures and practices.
MP011	DCSS-generated directives will contain sections for historical context and expected impacts, to ensure uniform understanding and application by county staff.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with the underlying concept of ensuring that state-generated directives give the context and sufficient information to ensure a clear and common understanding by those expected to take action. DCSS directives may not always, however, be formatted in this way.
MP012	The process of communication should be a defined responsibility at each level: a) Regional Administrators will conduct quarterly or monthly meetings with local stakeholders. b) Define management's role in the recommended organizational structure for communication and information exchange. c) Dedicate staff to ensure information and communication exchanges at the state to county level. d) Regional Administrators will communicate state program regulations, as well as fiscal impacts of local decisions that place the program out of compliance, to local Boards of Supervisors and agency directors.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	As noted under comments to MP005, DCSS is in the process of defining the role of Regional Administrators. These recommendations will be considered as part of that process. Management has an important role in communication and information sharing. As noted in prior responses, DCSS will actively support LCSAs in their training and communication efforts.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
MP013	Regional Administrators will recommend ways to improve communication among and within counties as part of their responsibilities.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is in the process of defining the role of Regional Administrators and appropriate internal and external communication patterns. Refer to MP005.
MP014	Dedicate county resources to ensure communication among and within county agencies.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS has undertaken a County Budget Allocation Initiative intended to determine and allocate resources necessary to run an effective local child support program. The methodology considers all aspects of LCSA operations, including core (case processing-related) and administrative staffing and structures. In addition, DCSS plans to allocate resources in specific program areas such as training, customer service, outreach, and education. It is anticipated that these and other actions will improve communications.
MP015	LCSA Directors will facilitate and promote communication among county agencies, e.g., Board of Supervisors, county executive officers, and county administrator's office.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input checked="" type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	While DCSS believes that this is an appropriate role for LCSA Directors, it also recognizes that each county has its own communication mechanisms.
MP016	The county will provide timely policy, standards, interpretations, etc., to all staff. The county should make full use of technology, but ensure content is useful, understandable, and relevant.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will provide performance goals, measures, and expectations to counties. Further, DCSS has a leadership role to ensure that policy and procedure directives are clear and issued timely. In addition, the DCSS Training Initiative is expected to directly link training curricula to new policy development, i.e., to roll out policy changes in concert with necessary training. At the local level, it is expected that LCSA Directors will determine the appropriate way to implement policy and procedure directives.
MP017	Use e-mail to communicate information quickly to staff.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part	DCSS uses e-mail (and other media) to communicate with its own staff, LCSA Directors, and other stakeholders. As noted previously, at the local level, it is expected that LCSA Directors will determine the most appropriate way to communicate with their staff.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
MP018	Use an Intranet site to post county procedures and policies internally.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is developing its own web site-based capabilities to transmit information to counties and other stakeholders. Until now, DCSS has not considered requirements relative to county Intranet sites. DCSS referred this item to the Training Initiative and the Outreach Plan Initiative for further consideration.
MP019	Use newsletters to share information that is not time-sensitive.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will consider this and other means of communication through development of its Outreach Plan and Customer Service Initiatives.
MP020	At management meetings, include all functional areas within the department—Information Technology, Personnel, Legal, etc.—and distribute meeting minutes to staff with all but confidential information.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS encourages open communication and inclusion of appropriate participants in management meetings. It may not be appropriate or possible to include everyone in all management meetings. However, DCSS encourages all managers to communicate and share information (as appropriate) from meetings that they attend. Communication at all levels is valued. The DCSS management team is developing a management charter to identify values, delineate expectations, and agree upon roles and responsibilities relative to communication. It is expected that LCSA Directors will establish approaches within their own organizations to ensure effective communications.
MP021	Create and sustain a partnership between state and county for ongoing dialogue.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year)	DCSS values the partnership with the counties in operation of the child support program and is committed to maintaining an open dialogue.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
MP022	Support functions (e.g., administrative, technological) must grow as service delivery requirements grow — program wide.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees in concept that effective child support service delivery will require appropriate and necessary infrastructure support to be successful. This issue is a part of the budget discussions.
MP023	Regional Administrators should have adequate authority and resources to be effective in the role of nurturing partnership between the state and LCSAs.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees that Regional Administrators should have adequate authority and resources to be effective. Refer to MP005 for more information on how DCSS is approaching defining the role of Regional Administrators.
MP024	DCSS should take a leadership role in providing uniform training methods, information, distance learning, and regional contracts with institutions.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS has established a Training Initiative, based largely on the recommendations of the P3 Project Training Workgroup, that includes consideration of all of these aspects.
MP025	Recognize that management structure at county level is driven by various factors requiring variation with the principal factor being staff size.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS recognizes that LCSAs will vary in many ways based on local issues and circumstances. The unifying factors, however, are shared performance goals, measures, and outcomes for the child support program. Refer to MP003.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
MP026	Ensure that being an attorney is neither a prerequisite nor a barrier to applications for positions. Define positions based on knowledge, skill, and abilities necessary for each position.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with this concept.
MP027	County management structure will reflect the functional structure of DCSS to more uniformly accomplish the program's mission and goals.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input checked="" type="checkbox"/> Not under consideration	As noted under MP003, DCSS is not considering requiring a specific county organization structure. While there are many functions that are similar at both the state and local level, our roles and responsibilities are also very different. DCSS will be developing a Strategic Plan for the child support program that will reflect our values, mission, and goals. We expect that the child support delivery system will be heavily involved in development of the Strategic Plan and will share in the strategic vision. It is expected that LCSA Directors and management teams will determine how to operationalize the shared vision at the local level.
MP028	LCSA Directors will develop and/or modify their mission statements to ensure that they reflect the philosophy of the DCSS mission statement.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees that LCSA mission statements should be reflective of and consistent with the DCSS mission statement for the overall child support program and should be developed with local and other stakeholder participation.
MP029	LCSA Directors will identify and avoid activities that work at cross-purposes with other county agencies.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input checked="" type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The recommendation is too broad to permit action.
MP030	DCSS will engage in a joint budget planning process with counties to ensure	<u>Adopted</u> <input checked="" type="checkbox"/> In full	DCSS has begun this process through the County Budget Allocation Initiative to arrive at a fair and equitable distribution of available



P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	adequate resource levels in every county.	<input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	resources.
MP031	LCSA Directors should identify common and shared county resources and analyze possible needs for their own (critical) resources as a means to increase services and productivity within the county.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with this concept and encourages LCSA Directors to seek opportunities to partner with others to promote improved child support service delivery. DCSS is willing to facilitate, as needed.
MP032	Management structure should promote decision making closer to the customer and encourage co-location of functions where appropriate (e.g., courts, IV-A).	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees conceptually with the recommendation with one important caveat. Promoting decision-making closer to the customer requires ensuring that staff members have the necessary tools for this to happen. The necessary tools include clear policy and procedures, training, and clear delegated, decision-making authority. This will require a fair amount of infrastructure work in order not to violate the principles of uniformity, fairness, and equity for all child support customers.
MP033	Many larger counties use teams to interpret state directives into policies and procedures and training for county staff.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input checked="" type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The goal is to ensure consistent interpretation and uniformity of implementation. This is a best practice that may work well for some county operations. However, flexibility of organization will be allowed.
MP034	Develop a budgetary control process that allows the state and LCSAs to plan for and determine program and budgetary needs.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+)	DCSS agrees and has begun this work through the County Budget Allocation Initiative.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
MP035	Define management and operational information needs for the program and adopt specific management information requirements and formats to: a) Reflect performance measures. b) Support business activities that provide input to the budgeting processes, are consistent and comparable across the program, and include program success factors.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS believes the Department is heading in a direction that is consistent with this concept through work on performance measures, reporting and data reliability, and County Budget Allocation initiatives.
MP036	Develop human resource strategies to address staff recruitment and retention, training, and development for management and staff.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees that these are all part of a comprehensive human resource strategy. The DCSS Training Initiative addresses training needs for all child support staff. Recruitment and retention are important components touched by many of the current initiatives, but they have not yet been specifically addressed.
MP037	Develop a structure for addressing project priority issues.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	County project teams are being established to work program priority issues.
MP038	Study options for various case management arrangements—functional versus cradle-to-grave and use of cross-functional teams.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	<p>DCSS is looking at various options, but will not be mandating options for case management arrangements. DCSS will, however, share best practices and ideas resulting from program reviews and other sources of information. Otherwise, this issue would only surface as a result of performance-based concerns. Refer to MP003.</p> <p>This subject will be part of our outreach efforts and program performance measurement reviews.</p>

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
MP039	Study various human resource models (Child Support Accounting Function and Litigation Support).	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Refer to comments under MP038.
MP040	Study how MP038 and MP039 can be applied to small and large county structures.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Refer to comments under MP038.
MP041	Standardize position titles and pay scales. (There was minority opposition to this idea).	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Pursuant to statute, DCSS has contracted with the State Personnel Board, which in turn has subcontracted with Cooperative Personnel Services (CPS), to perform oversight and operational activities (for some counties) related to personnel merit systems. CPS will be developing statewide standard child support classifications. The scope of the work does not include development of standardized pay scales.
MP042	Study manager to supervisor, and supervisor to staff ratios; review for variance in small, medium, and large counties.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is collecting preliminary information of this type through the County Budget Allocation Initiative. For the present, the information will be used only as general indicators of relative resource allocation between counties of similar size. DCSS does not plan to do any in-depth local staffing studies at this time because of the flux of current program operations and case loads. This may be an area requiring further study.
MP043	Identify resources for future statewide system development effort and conversion cleanup.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part	These areas are under consideration in operating current interim systems and in development of the statewide automated system.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
MP044	Create an ongoing advisory committee on Management Practices to replicate or expand the representativeness of the MP Workgroup.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input checked="" type="checkbox"/> Not under consideration	DCSS is not considering establishment of such a group. Given the overlap with existing groups and the amount of work under way in so many areas, DCSS is hesitant to establish another workgroup at this time because of the possibility of duplicating ongoing work.
MP045	Get specific on how to create the ongoing partnership between state and counties.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS has been increasingly specific in creating the partnership between the state and counties through its efforts to involve all stakeholders in program design and decision-making. This is an ongoing focus.
MP046	Establish uniformity in data definition, data collection, and data analysis.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS has a major initiative under way relative to data reliability and reporting.
MP047	Establish priorities for areas to standardize: Performance measures, DCSS highest priorities, and core processes.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable	DCSS is mandated by statute to achieve statewide uniformity in operation of the child support program.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not under consideration	
MP048	Select a county to pilot an administrative paternity establishment and resolution process.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input checked="" type="checkbox"/> Not under consideration	DCSS will review all alternatives to improve case processing, including administrative process. However, no such project is being considered today.
MP049	Look at uniformity and recommend legislation to allow counties to use “offer and compromise on arrears” – create standard options in certain cases to resolve debt/obligations.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will be reviewing data from states that are attempting such pilots.
MP050	Regarding criminal prosecution, develop ways to finesse relationship between DA and counties, e.g., MOUs, sanctions when warranted.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This recommendation will be adopted through transition.
MP051	Take a leadership role in acquiring access to criminal information, e.g. MOUs, study other state models.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is working with the Department of Justice to ensure that CCSAS has access to criminal information.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
<b>Child Support Services Forms (NJF) – General Comments:</b> The Workgroup’s primary recommendation, calling for establishment of a dedicated Forms Management Unit at the state level, has been adopted in full, although the specific staffing patterns will need to be determined through workload assessment and budgetary processes. Of the 22 recommendations from this Workgroup, DCSS is adopting 20 in full or in part.			
NJF001 NJF015	The group recommends creating a dedicated Forms Management Unit within the DCSS responsible for forms management (design, development, review/approval, dissemination, and master copy retention) of all state and local child support forms. Dedicated staff at the state level will ensure uniformity and efficiency.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	A Forms Management Unit has been established within DCSS. We are currently assessing workload and resources.
NJF002	The Workgroup recommends the establishment of a permanent, statewide, child support services Forms Steering Committee with membership drawn from the stakeholder groups represented on the Child Support Services Forms Workgroup.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Customer Service Advisory Committee will have a forms sub-committee to participate in the review of existing and new forms.
NJF003	All forms should be assigned a form priority rating to prioritize the work of the DCSS Forms Management Unit: a) Immediate—critical, essential form, b) Can wait—needed form, but not critical or essential, c) Nice to have—not a needed form but would be nice to have in the system.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This will be incorporated into the Forms Management Unit.
NJF004	All forms should be standardized by forms categories: a) Required Form—no substitutes allowed, b) Required Form—limited substitution or modification allowed, c) Recommended Form—not required: Counties may substitute an	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+)	This will be incorporated into the procedures for the Forms Management Unit; however, the categories may change.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	alternative form with DCSS approval. Counties may opt not to use the form.	<input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
NJF005	There must be clear, concise direction from DCSS when new forms are published. Instructions for completing the form must be supplied to both the LCSAs and their customers.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This will be incorporated into the procedures for the Forms Management Unit.
NJF006	The appropriate use of the form must be clear, and all staff must receive training on the form. The training process should make clear the goal, purpose, and use of the form.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This will be incorporated into the procedures for the Forms Management Unit.
NJF007	County-specific forms should be routinely reviewed for possible statewide implementation. Counties may submit “county-specific” forms to the Forms Management Unit for consideration.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This is a significant issue for the statewide system, which will part of the forms solution. There will be a forms review prior to statewide implementation.
NJF008	Forms that have not been approved by the Forms Management Unit will not be incorporated into the statewide system. Such forms will have to be generated outside of the statewide system.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is carefully considering statewide implications of forms. The goal is to have uniformity statewide. We do not anticipate much flexibility regarding county-produced forms.
NJF009	There should be adequate time for review and implementation of forms.	<u>Adopted</u> <input checked="" type="checkbox"/> In full	This will be incorporated into the procedures for the Forms Management Unit.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
NJF010	The DCSS Forms Management Unit must develop, distribute, and update forms that meet stringent quality standards in the format, content, and other areas.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Professional and customer-friendly forms development will be incorporated into the procedures for the Forms Management Unit.
NJF011	Automated system should be configured such that caseworker generation of forms should simultaneously generate customer notifications (multi-tasking), in accordance with DCSS procedures.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This work is being addressed in ongoing Business Analysis meetings.
NJF012	Send automated quarterly locate status letter to custodial parent.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS will study the feasibility of this recommendation for cases that are in locate status.
NJF013	Follow U.S. Postal Service standards for mailing.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) 	Standards for mailing notices and forms will need to be determined in conjunction with forms/notice development and will be incorporated into the statewide system.



P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
NJF014	Investigate possible use of electronic signature.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees there is a need for electronic signature and will study this recommendation in conjunction with development of the statewide system.
NJF016	FTB actions should meet DCSS standards—there should be notice to counties of action taken so that when a customer calls for information, the caseworker can relay the correct information.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with this recommendation and will study the current interface between FTB and LCSAs for improvements in timely communication.
NJF017	Use scannable or electronic forms, whenever possible.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	This will be incorporated into the procedures for the Forms Management Unit.
NJF018 NJF022	We recommend that the Child Support Advocate be included as a member of the Forms Steering Committee and participate in their meetings. Additionally, we recommend that the Child Support Advocate be included in the review and comment process for all child support forms and publications before final distribution.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Each county will have an Ombudsperson who will serve the role of the Child Support Advocate. Ombudspersons and Advocacy Groups will be part of the Customer Service Advisory Committee. One of the Advisory Committee's subcommittees will focus on reviewing forms and publications before final distribution. All forms will be reviewed by representatives of all DCSS stakeholders.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
NJF019	For the process to start, the DCSS needs to establish the Forms Management Unit and the Forms Steering Committee. a) The Forms Management Unit staff must be solely dedicated to forms. b) DCSS must regularly assess the need for and request sufficient funding to fully staff and support these groups. c) Although the full measure of work could not be assessed by the Workgroup, the minimum required forms management functions performed in other similar units suggest the need for at least the following staffing: 2 Managers, 7 Analysts, 1 Clerical.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	A Forms Management Unit has been established. However, studies are needed to assess further staffing needs in light of the statewide system.
NJF020	Define the organizational structure and the process as recommended by the Workgroup.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The Forms Management Unit is in the processing of defining roles, organizational structure, and developing processes to include recommendations from this Workgroup.
NJF021	Develop a uniform set of standard statewide forms.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is carefully considering statewide implications of forms. The goal is to have uniformity statewide. We do not anticipate much flexibility regarding county-produced forms.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
<b>Performance Measures (PM) – General Comments:</b> As recommended, DCSS intends to adopt in full all federal performance measures in its new regulations and <i>Strategic Plan</i> . DCSS agrees with and will adopt either in part or in full 11 of the Workgroup's 13 recommendations.			
PM001	Establish a comprehensive performance measures framework.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The performance measures recommended by P3 were adopted on 1/1/01. Some areas are still in the development stage related to customer service, e.g., fair hearings and complaint resolution processes, where development of full-blown performance measures is not yet feasible. When regulations are in place and the Department's <i>Strategic Plan</i> is fully implemented, changes to measure other critical areas of program performance may be identified. At present, the group has adopted the performance measures recommended by the P3 group on an interim basis.
PM002	Adopt a strategic plan to guide performance measures.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	When the DCSS <i>Strategic Plan</i> is finalized, the performance standards will be re-examined to determine whether any changes are necessary.
PM003 PM005	Temporarily adopt the Workgroup's recommended measures.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable Not under consideration	The performance measures recommended by the group were adopted by DCSS effective 1/1/01. The additional recommended measure of percent of cases with zero or reserved orders was not adopted because some terms were not clearly defined. DCSS is reviewing definitions to determine whether the terms can be clarified and uniformity can be achieved.
PM004 PM012	Investigate the possibility of translating some of the recommended measures into child-based terms as appropriate.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable	DCSS is looking into whether some performance measures (such as health insurance obtained) lend themselves to child-based reporting. A potential barrier is the ability to reprogram current automated systems to achieve this level of reporting.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not under consideration	
PM006	Change the approach for monitoring performance on Senate Bill 1410 requirements.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is in the process of refocusing the SB 1410 requirements to reflect federal and state performance measures.
PM007	The Department should ensure that all LCSAs use consistent reporting practices for performance measurement data. These practices must include consistent case closure practices as well as the use of closed cases in calculating the measures. Furthermore, the Department should implement its plan to audit data reporting by LCSAs. Finally, we recommend that the audit procedures ensure that LCSAs use practices that will withstand federal audits.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Efforts to improve data reliability, ensure uniform case closure requirements, and audit county data are under way.
PM008	All recommended performance measures should be implemented in all counties.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	A letter implementing the performance measures was sent to all counties on December 22, 2000, with an effective date of January 1, 2001. Emergency regulations to adopt the performance measures by July 1, 2001 are in process.
PM009	The Department should consider introducing legislation to modify the list of performance measures in Chapter 480, statutes of 1999.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable	The current law allows the adoption of “Any other performance measures that the director determines to be an appropriate determination of a local child support agency’s performance.” DCSS will be studying the required state measures to determine whether changes are appropriate and, if so, what those changes should be.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not under consideration	
PM010	The Department should establish targets or goals for each of the performance measures that received a weight from the Workgroup. The State should define, within the strategic plan, the overall program goals with respect to performance measures. A structured plan for achieving those goals over some period would also require definition.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS has identified the interim performance measures, but data must be gathered before decisions are made regarding weighting of the measures to achieve program goals.
PM011	Provide management the tools necessary for goal achievement: a) Training and support, b) Statewide system.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS expects the statewide system to generate reports that enable management to better track performance measures. DCSS is researching other tracking methods in the interim.
PM013	Data accuracy and system flexibility: The new system should contain the flexibility required to provide the detailed reporting necessary to keep pace with changes in regulations and requirements.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Flexible system reporting is a requirement of the statewide automated system.
<b>Staffing Attorneys (SA) – General:</b> Under the County Budget Allocation Initiative, DCSS plans to follow the general direction of the Workgroup’s recommendations to refine the attorney staffing ratios. DCSS is committed to ensuring attorney-to-caseworker ratios are adequate to support the operations of each county child support office.			
SA001	The Workgroup recommends that DCSS conduct further data collection and analysis.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year)	DCSS agrees that this is an area requiring further data collection and analysis. The process to do this has begun under the County Budget Allocation Initiative. Using standard definitions for attorneys and other legal staff, DCSS has collected preliminary data on staffing. This information will be used as part of the larger effort to begin

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	development of a county budget allocation methodology that is fair and equitable and that will support efficient and effective operation of county child support programs. It is expected that additional data and analysis will occur as this effort progresses.
SA002	The Workgroup recommends that DCSS conduct an in-depth, county-by-county study of attorney staffing standards.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees that more data collection and analysis will be needed and should occur. The variables identified in the report will be considered in this process. However, DCSS is not planning to conduct detailed studies of staffing/functional categories in the near term. It is important to implement initial policy, procedure, and practice changes prior to conducting a detailed staffing study in order to have greater clarity about roles, responsibilities, and performance expectations.
SA003	To attain uniformity among counties, the Workgroup recommends that DCSS develop position definitions for legal personnel. The Workgroup has recommended descriptions for consideration.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS used the recommended position definitions as a basis for the functional descriptions included in the recent baseline budget data collection effort under the County Budget Allocation Initiative. This information was extremely helpful to the Department's initial efforts. In addition, statute requires DCSS to contract with the State Personnel Board, which in turn subcontracts with Cooperative Personnel Services (CPS), to conduct compliance monitoring (in some counties) and personnel activities in others to ensure compliance with personnel merit system requirements. CPS will over time develop statewide, standard classifications for child support functions.
SA004	The Workgroup recommends that DCSS reevaluate attorney staffing standards following implementation of a single statewide computer system and uniform case processing standards, and after significant changes occur to measurable performance standards. Attorney staffing ratios should be continuously assessed as policies and procedures are created and modified. Therefore, DCSS should develop a staffing formula that allows for continuous reassessment of staffing standards.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees that resources should be allocated fairly and equitably among local child support agencies, thus reflecting an assessment of the work and the impact on staffing needs. We also agree that staffing resources need to be continually assessed based on changes in the program, including automation. However, more study is needed before determining specific staffing standards. DCSS has sufficient preliminary information from the County Budget Allocation Initiative to make immediate budget decisions relative to allocation of new resources.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
SA005	The Workgroup recommends the following items be incorporated into the county-by-county study of attorney staffing standards: a) Identify the goals to be achieved, b) Identify the work processes needed to accomplish the goals, c) Determine the amount of each work process needed to achieve the goals, d) Determine the activity steps in each process, e) Determine the division of work among staff classifications and automated systems, f) Determine the amount of time needed to perform each step in each process, g) Determine the amount of time each position has available to do the work processes, h) Determine the number of each type of position needed to achieve the goals.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with the recommended components for a study of staffing. However, as indicated under SA002, DCSS is not planning to conduct detailed studies of staffing/functional categories in the near term. It is important to implement policy, procedure, and practice changes prior to conducting such a study in order to have greater clarity about roles, responsibilities, and performance expectations. DCSS will consider the factors recommended by the workgroup in conducting future detailed staffing studies.
SA006	Any additional staffing studies conducted by or for DCSS should include clerical, accounting, and contract staff as they participate in performing essential casework functions for the LCSA staff that otherwise would have to be performed by caseworker or attorney staff.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	As indicated in prior comments, DCSS is considering fair and equitable allocation of resources through the County Budget Allocation Initiative. This includes determining total staffing needs to operate an efficient and effective local child support program.
SA007	DCSS should provide in a timely manner all necessary information to allow the counties to accomplish their mission, goals, and objectives.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is committed to providing timely necessary information to local child support agencies to accomplish performance goals and measures.
SA008	DCSS, through additional workgroup efforts, should continue the process of	<u>Adopted</u> <input checked="" type="checkbox"/> In full	DCSS is committed to continuing methods to involve stakeholders in the development and implementation of child support program reforms

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	establishing goals and guidelines to accomplish uniformity amongst the counties.	<input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	leading to increased uniformity and program effectiveness.
SA009	Individuals working at both the state and local program levels should be able to observe and understand what the other does to accomplish the program's mission, goals, and objectives.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input checked="" type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	While DCSS believes that the effectiveness of the child support program is dependent upon clear definition and understanding of state and local roles, the recommendation is quite broad. DCSS will continue to involve county child support programs in development of program policy, procedures, and practices to ensure that the inter-dependencies of state and local operations are appropriately considered and reflected.
<b>Staffing Caseworkers (SC) – General Comments:</b> As has been done for attorneys, the caseworker staffing definitions and suggested caseloads have been incorporated as part of the County Budget Allocation Initiative. DCSS is committed to ensuring the caseworker-to-cases ratio supports the needs of each county child support office.			
SC001	Create a uniform definition of “caseworker duties” by conducting an in-depth study. In the interim, use the list of duties as recommended by the Workgroup.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS used the recommended interim definition of “caseworker duties” in the recent baseline budget data collection effort under the County Budget Allocation Initiative. This information was extremely helpful to the Department's initial efforts. In addition, statute requires DCSS to contract with the State Personnel Board, which in turn subcontracts with Cooperative Personnel Services (CPS), to conduct compliance monitoring (in some counties) and personnel activities in others to ensure compliance with personnel merit system requirements. CPS will over time develop statewide, standard classifications for child support functions.
SC002	DCSS should allocate funding for a range of 300-400 cases per caseworker as an appropriate ratio to be used as an interim caseload standard.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable	DCSS has taken initial steps to accurately determine current case-to-caseworker staffing ratios through the County Budget Allocation Initiative. While this information collected is useful, it is clear that other factors can substantially impact this staffing ratio—for example, case closure practices, duplicate case and case transfer practices, and perhaps others. Therefore, DCSS believes that further action is necessary, including a more detailed staffing study prior, to



P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Not under consideration	establishing a precise caseworker staffing ratio. DCSS has begun initiatives to permit more accurate comparison of caseworker ratios and will use preliminary budget baseline information in near-term allocation of new resources.
SC003	Using subject matter experts, DCSS should conduct a statewide study to determine the impact of the variables discussed above on caseworker staffing ratios among counties. When conducting the study DCSS should consider at a minimum the Workgroup's recommendations.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with the recommended components for a study of staffing and also DCSS agrees that more data collection and analysis will be needed and should occur. The variables identified in the report will be considered in this process. However, DCSS is not planning to conduct detailed studies of staffing/functional categories in the near term. It is important to implement initial policy, procedure, and practice changes prior to conducting a detailed staffing study in order to have greater clarity about roles, responsibilities, and performance expectations. DCSS has sufficient preliminary information from the County Budget Allocation Initiative to make immediate budget decisions relative to allocation of new resources.
SC004	DCSS should re-evaluate the staffing standards in use following implementation of: a) A single statewide computer system. b) Document imaging. c) New uniform statewide case processing procedures. d) Changes in performance standards.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees that resources should be allocated fairly and equitably among local child support agencies, thus reflecting an assessment of the work and the impact on staffing needs. We also agree that staffing resources need to be continually assessed based on changes in the program, including automation. However, specific issues (identified above) as well as a more study are needed before determining specific staffing standards. DCSS has sufficient preliminary information from the County Budget Allocation Initiative to make immediate budget decisions relative to allocation of new resources.
SC005	Implement the interim definition of caseworker duties as developed by the Workgroup.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	Refer to comments under SC001.
SC006	Implement the interim caseload-to-caseworker staffing standards as suggested by the Workgroup and as possible within current fiscal constraints.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part	Refer to comments under SC002. DCSS has sufficient preliminary information from the County Budget Allocation Initiative to make immediate budget decisions relative to allocation of new resources, including addressing caseworker-to-cases ratios in counties identified

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input checked="" type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	as “outliers.”
SC007	As soon as possible, conduct an in-depth study to clearly define caseworker duties and to refine the interim caseload-to-caseworker staffing standards. Consider those FSO positions with and without caseloads as well as non-FSO staff performing caseworker functions, such as clerical staff and accounting staff.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	The guidance of the workgroup in this regard was extremely useful in formulating the County Budget Allocation Initiative. Preliminary baseline budget information has been collected using recommended standard definitions, and reflecting the varying levels of support provided by various casework support staff and non-casework carrying staffing. This information is helpful in guiding allocation of new resources in the near term, pending completion of additional policy and practice tasks and a more detailed staffing study.
SC008	Establish and amend DCSS policies and procedures based on the results of this and similar studies.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees that resources must be appropriately allocated to reflect the work requirements of an efficient and effective local child support program. Having sufficient staffing detailed staffing information should permit DCSS and LCSAs to better determine their resource needs.
<b>Training (TR) – General Comments:</b> DCSS has established a Training Advisory Committee, which is already working on producing a Training Strategic Plan that will be based on the recommendations of the P3 Training Workgroup and the November 2000 DCSS Training Program Concept Paper. DCSS is adopting in part or in full 16 of the 24 Workgroup recommendations and will be studying in the short term the remaining eight recommendations. The border between professional training and public education and outreach must be kept in mind, and some of the recommendations will be implemented via the Outreach Initiative, rather than through the Training Initiative.			
TR001	DCSS must develop a Training Strategic Plan. The Plan must identify the training mission, vision, and goals. It must also establish measurable short- and long-term training objectives, and include timelines to complete known tasks in order of priority. This Training Strategic Plan will provide the essential mechanism to	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is in full agreement with development of a Training Strategic Plan. The plan will include a vision for the future and target completion dates. To begin the effort, DCSS completed in November 2000 the DCSS Training Program Concept Paper to state DCSS intent, commitment, and overall approach to training. The Concept Paper also outlined initial tasks including conducting a training needs assessment and training resource inventory, assessing existing or developing new curricula, and establishing appropriate trainer/training

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	measure progress toward achieving DCSS training goals and objectives.		mechanisms. These tasks are now under way, with the assistance of OCSE and grant funding, and are expected to be largely complete by fall 2001. DCSS with the guidance offered by the recently established Training Advisory Committee will then develop the detailed Training Program Strategic Plan, identifying the specific roadmap to roll out the Training Program statewide.
TR002	DCSS must acknowledge that training is a high-priority investment in the improvement of the child support program by committing sufficient funding, staff, and resources to the development and delivery of training throughout the state.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS is in full agreement and acknowledged training as a high-priority investment within its November 2000 Training Program Concept Paper. Further, DCSS intends to dedicate resources to the extent funding is available to establish and operate a high-quality, professional training program. This will likely require extension of state staff resources through various mechanisms including assistance from county staff, stakeholders, and contractual arrangements. Finally, DCSS has identified training as a special program area within the County Budget Allocation Initiative. Based on current training efforts, DCSS intends to allocate dedicated resources for training through the county allocation process.
TR003	DCSS must continually monitor progress against its Training Strategic Plan.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees and identified Continuous Quality Improvement as one of six primary task areas within its November 2000 Training Program Concept Paper.
TR004	DCSS must develop a mechanism to link training with regulation and policy development and implementation. Specifically, the training needs implications must be determined before regulations and policies—whether new or revised—are disseminated.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS recognizes the critical link between policy development work and training. Refer to DCSS Training Program Concept Paper.
TR005	DCSS should use the California Family Support Council Training Strategic (CFSC) Plan as a model or starting point	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part	It is expected that the CFSC and other training strategic plans (as appropriate) will be used as reference in development of the DCSS Training Strategic Plan.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
	in developing the DCSS Training Strategic Plan.	<u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
TR006	DCSS should create an advisory committee composed of county, state, and federal personnel, along with other essential stakeholder representatives, to: a) Continue the work begun by this Workgroup. b) Assist DCSS in developing a Training Strategic Plan. c) Continue to identify and resolve issues associated with the implementation and update of uniform statewide training.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS has established a standing Training Advisory Group consisting of the suggested representatives from various stakeholder groups.
TR007	DCSS must conduct a comprehensive training needs assessment for each child support job classification at the state and local level by participating in the OCSE pilot project. Training needs must be reassessed by DCSS on a regular basis. DCSS must ensure that all counties participate in these reassessments.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS together with the OCSE pilot project has developed a comprehensive training needs assessment for caseworkers and supervisors. It is anticipated that this effort will serve as a model for developing additional worker needs assessments.
TR008	DCSS must develop and maintain uniform statewide child support training curricula to satisfy the needs identified for each job classification. DCSS must ensure that all counties use the approved training curricula, delivered by competent trainers.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with this approach, as reflected in it November 2000 Training Program Concept Paper.
TR009	DCSS must explore the feasibility of developing and establishing a certification program for Family Support Officers and other support job classifications.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year)	DCSS agrees in concept with this recommendation but prefers to consider a broader approach as described in its November 2000 Training Program Concept Paper. DCSS has referred to this aspect as Developing Professional Standards and Recognition Programs. A certification program is one of many possible approaches to consider

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	in enhancing the professional standing of those who work within the child support program.
TR010	Inventory and assess the quality of existing training resources and materials.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS together with the OCSE pilot project has developed a comprehensive training resource inventory. It is anticipated that this effort will serve as a model. The OCSE pilot project also intends to develop mechanisms to assess the quality of training resources and materials.
TR011	Create and maintain a repository of resources and curriculum approved by DCSS to be used for training throughout the state.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with this approach, as reflected in it November 2000 Training Program Concept Paper.
TR012	Use state and county trainers who have been certified through attendance at the OCSE-approved Training of Trainers program to assist in preparation and delivery of the child support curriculum.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with the approach of building on and using existing available resources, including qualified trainers. And, it is highly likely that this will be the available pool of qualified trainers. However, it would be premature to commit to this approach pending actual development of the Strategic Training Plan, which will provide the detailed roadmap for rollout of the statewide approach.
TR013	Create a mechanism to continually assess the quality and accuracy of training delivered.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with this approach, as reflected in it November 2000 Training Program Concept Paper.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
TR014	Require the county child support agencies to use only the training approved by DCSS.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with this approach, as reflected in its November 2000 Training Program Concept Paper. However, the recommendation is stated in a manner that may be too broad. DCSS intends to direct statewide child support program training curricula; however, there will likely be areas outside of the core curricula that would not come under the purview of DCSS—for example, personnel policies specific to a county, business machine operation, general staff skills training, and perhaps others.
TR015	Modify existing and/or develop new materials to meet specified training topics identified by this Workgroup for each group of stakeholders.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with this approach, as reflected in it November 2000 Training Program Concept Paper.
TR016	Use existing avenues of training delivery, such as California District Attorney's Association (CDAA), CFSC, and LCSAs, at least until the statewide training curricula and delivery strategy are fully developed and implemented.	<u>Adopted</u> <input checked="" type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with this approach, as reflected in its November 2000 Training Program Concept Paper and in discussions with these organizations.
TR017	Determine the child support program needs of other stakeholders.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with the overall approach of identifying the needs of various stakeholders. However, as reflected in DCSS's November 2000 Training Program Concept Paper, there is a need to reaffirm the scope of training to be included within the DCSS Training Program. The Workgroup seems to have exceeded the scope of the Training Program envisioned by DCSS, and moved instead into areas that DCSS is more inclined to define as education and outreach. DCSS plans to assign these functions to its Assistant Director for Public Affairs and Outreach, who in turn will work closely with the Customer and Community Service Branch. Because the areas of highest priority for training are clear (and focus on state and LCSA staff), there is time for more dialogue to determine where to draw the line.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
TR018	Develop and provide cost-effective training programs for external stakeholders.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS defines this as education and outreach, functions that will be assigned to the Assistant Director for Public Affairs and Outreach, who will work closely with the Customer and Community Service Branch to identify the needs of external stakeholders.
TR019	Supply informational materials to raise the level of external stakeholders' program knowledge.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS defines this as education and outreach, functions that will be assigned to the Assistant Director for Public Affairs and Outreach, who will work closely with the Customer and Community Service Branch to identify the needs of external stakeholders.
TR020	Enter into cooperative agreements with appropriate external stakeholder groups to ensure that their statewide training utilizes the approved curricula, regardless of the organization or individual delivering the training.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS defines this as education and outreach, functions that will be assigned to the Assistant Director for Public Affairs and Outreach, who will work closely with the Customer and Community Service Branch to identify the needs of external stakeholders.
TR021	Develop and implement training curricula for each stakeholder group that includes the topics specifically identified by this Workgroup.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with this approach, as reflected in it November 2000 Training Program Concept Paper. Also, see comments under TR017 and TR018.
TR022	Implement a uniform statewide training program, based upon the prioritization of stakeholders, as defined by this Workgroup.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part	DCSS agrees with this approach, as reflected in it November 2000 Training Program Concept Paper. Also, see comments under TR017 and TR018.

P3 RECOMMENDATIONS STATUS TABLE			
Source	Recommendation	Status	Comments
		<u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	
TR023	Participate by cooperative agreement in the development of curricula provided by child support partners over whom DCSS does not have exclusive control and direction.	<u>Adopted</u> <input type="checkbox"/> In full <input type="checkbox"/> In part <u>Requires further study</u> <input checked="" type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	DCSS agrees with this approach, as reflected in it November 2000 Training Program Concept Paper. Also, see comments under TR017 and TR018.
TR024	Explore the feasibility of establishing a mandatory certification program for FSOs and, possibly, other job classifications of the state and local professionals working in the program.	<u>Adopted</u> <input type="checkbox"/> In full <input checked="" type="checkbox"/> In part <u>Requires further study</u> <input type="checkbox"/> Short term (within year) <input type="checkbox"/> Long term (TBD – year+) <input type="checkbox"/> Not actionable <input type="checkbox"/> Not under consideration	As reflected in its Training Concept Paper, DCSS supports raising the professional status and recognition of child support program staff. The specific mechanisms to achieve this goal have yet to be defined and require broad stakeholder consultation, particularly as this goal relates to the labor relations process. DCSS will consider options and approaches in collaboration with others as the statewide training program evolves.